

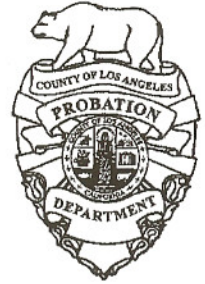


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November 5, 2008

TO: Each Supervisor

FROM: Robert B. Taylor *and for*
Chief Probation Officer

SUBJECT: **IMPLEMENTATION OF CAMP REDESIGN
EIGHTH QUARTERLY REPORT (JULY 2008 – SEPTEMBER 2008)**

Pursuant to your Board's September 26, 2006 instruction, this is our Eighth Quarterly Report regarding the implementation of Camp Redesign, which covers July through September 2008. The context for Camp Redesign implementation continues to be five Child Welfare League of America program audit recommendations, the Department's commitment to implementing Evidence-Based Practices (EBP) throughout Probation juvenile camp and adult and juvenile field office operations, and comprehensive educational reform in the juvenile halls and camps.

This report provides an update on 1) our 14-point camp redesign implementation strategy as reflected in Attachment I, and 2) our accomplishment of the seven camp redesign goals identified in our initial quarterly status report as reflected in Attachment II.

CAMP REDESIGN IMPLEMENTATION GOALS & 14-POINT STRATEGY

As indicated in previous reports, the Department's three Camp Redesign goals are to:

1. Improve and maintain the physical and emotional safety and security of youth and staff in juvenile camps;
2. Accomplish positive behavioral change in juvenile delinquents at camp through EBP; and
3. Prepare juvenile delinquents at camp for successful reintegration into the community.

To accomplish the above three goals, in February 2007, the Department established a 12-point Camp Redesign strategy for the eight camps that are part of Phase 1 implementation of EBP – six Challenger Memorial Youth Center camps, and Camps Scott and Scudder. Last summer, the Department developed two additional strategies

Each Supervisor
November 5, 2008
Page 2 of 2

(Nos. 13 and 14) pursuant to Board motions. Our 14-point Camp Redesign strategy and implementation status are summarized in Attachment I. ***Current implementation issues are identified in bold face italics.***

As we move forward with Camp Redesign implementation, we are pleased to report that Juvenile Court delinquency judges continue to appear to be very supportive of our Camp Redesign strategies, and are very interested in effective implementation of our strategies. They have indicated their willingness to support 5-7 month camp orders for medium-risk juvenile delinquents and 7-9 month camp orders for high-risk youth once the EBP staff skills training has been completed and the EBP interventions are in place in the eight Phase 1 camps. The Presiding Judge of the Juvenile Court has disseminated a three-page discussion draft on revised juvenile camp and court procedures to all delinquency court judicial officers. Together, we are reviewing the comments and suggestions of the judicial officers. Implementation is tentatively scheduled for the end of 2008 when the Probation Case Management System (PCMS) and several additional EBP interventions are anticipated to have been implemented.

We will continue to report our progress in accomplishing these goals and strategies in future quarterly reports. In the meantime, implementation of Camp Redesign is underway, and we believe that substantial progress will continue to be achieved with the additional resources approved by your Board in the latter half of 2007.

Please contact me if you have any questions or if additional information is necessary, or your staff may contact Virginia Snapp, Deputy Director, Juvenile Institutions at (562) 940-2513, or Dave Mitchell, Chief, Residential Treatment Services Bureau at (562) 940-2508.

RBT:dn

c: Honorable Michael Nash, Presiding Judge, Juvenile Court
William T Fujioka, Chief Executive Officer
Doyle Campbell, Deputy Chief Executive Officer
Sachi A. Hamai, Executive Officer, Board of Supervisors
Wendy Watanabe, Acting Auditor-Controller
Raymond G. Fortner, Jr., County Counsel
Michael J. Henry, Director of Personnel
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Dr. Marvin J. Southard, Director, Department of Mental Health
Dr. Darline P. Robles, Superintendent, Los Angeles County Office of Education
Justice Deputies

14-POINT CAMP REDESIGN STRATEGY & IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
1	<p>Assessments – All youth will have the following assessments within 15 days of arrival in camp:</p> <ul style="list-style-type: none"> • Current (within past 5 months) and valid Los Angeles Risk and Resiliency Check-up (LARRC) • MAYSI-2 mental health screening • Comprehensive mental health assessment (if appropriate) • Psychosocial assessment (if needed to diagnose learning disabilities and/or special education needs) • Trailer assessments to diagnose the following learning responsivity factors: <ul style="list-style-type: none"> - Teen Addiction Severity Index (TASI) for assessment of alcohol and/or drug abuse - SNAP-IV assessment for ADHD and/or other disruptive behavior disorders, or DBDs - Diagnostic Interview Schedule for Children (DISC) <p>Evidence-based practices indicate that validated assessment tools, such as the LARRC, are key to (a) classifying juveniles according to risk of reoffending, (b) providing appropriate intervention and treatments to medium and high-risk delinquents, and (c) avoiding harm to low-risk juveniles.</p>	<p>The Department implemented a Camp Assessment Unit (CAU) at the Barry J. Nidorf Juvenile Hall in April 2007. It includes multidisciplinary staff from Probation, Department of Mental Health (DMH), and the Los Angeles County Office of Education (LACOE) that are assigned to:</p> <ul style="list-style-type: none"> • Complete LARRC assessments as needed. • Work closely with the Department's Out-of-Home Screening Unit to ensure that low-risk juvenile delinquents are placed in the community rather than in camps. • Conduct additional mental health assessment of medium and high-risk juvenile delinquents identified as having mental health issues. • Conduct additional psychoeducational screening and assessment of medium and high-risk juvenile delinquents identified as having learning disabilities and/or other educational issues. <p>The Department has the LARRC, MAYSI-2, and comprehensive mental health assessments in place. CAU staff have developed a detailed flow script of the camp assessment process.</p> <p>The CAU currently has 8 Probation staff, 2 DMH staff, and 1 LACOE staff. <i>CAU needs additional DMH and LACOE staff to ensure that juvenile assessments are completed in a timely manner, so that youth ordered to camp are not held in juvenile halls awaiting proper evaluation.</i></p> <p><i>Although the Department has identified appropriate trailer assessments, Probation and/or DMH staff still need to be trained in administering and interpreting them.</i></p>

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2	<p>Case Plans – All youth will receive a completed juvenile case plan within 30 days of arrival in camp. All youth will have a completed juvenile case plan filed with the Juvenile Court within 45 days of arrival in camp.</p> <p>The Probation Department is working with the Juvenile Court to revise court reports along the following proposed lines:</p> <ul style="list-style-type: none"> - 15-day reports until the youth is actually placed in camp. - 45-day progress report containing assessment results and case plan within 30 days of youth's arrival in camp. - 6-month progress report for youth remaining in camp beyond 6 months. - Release report at least 30 days prior to the youth's release. 	<p>The Department is developing a new Probation Case Management System (PCMS) that will provide a single, integrated juvenile case plan for use in the camps and in the field (for both home on probation and placement cases). However, implementation of PCMS has been delayed to December 2008. In the meantime, TRC consultants and RTSB staff in the Phase 1 camps have developed and are implementing an interim case planning guide to capture key risk factors, criminogenic needs, responsivity factors, and treatment programs for case planning purposes. They have also developed a new 45-day camp court report and a new camp-to-community-transition court report that will be presented to the Presiding Judge of the Juvenile Court later this month.</p>
3	<p>RTSB Academy – All new camp staff will complete the RTSB Academy, including training in EBP principles, practices and staff skills.</p>	<p>In late 2006, the Department established a new 144-hour RTSB Training Academy core curriculum to be attended by all new DPOs assigned to camps. The first Academy class of 23 staff began on December 11, 2006 and graduated on January 5, 2007. After that, 99 additional staff graduated from that RTSB Academy and the Training & Learning Development Services (TLDS) Division updated the RTSB Training Academy curriculum to incorporate EBP training and additional courses to address DOJ issues identified in the camps.</p> <p>The Department began training new RTSB staff in the revised curriculum on September 4, 2007; they graduated on October 11, 2007. After that, 82 staff graduated from that Academy.</p> <p>The RTSB Academy was suspended for 4 months, so that the Department could use the trainers to (a) catch up on JCOC core training and (b) become CCP/MI trainers that will train remaining RTSB staff in CCP/MI. The RTSB Academy resumed training on April 21, 2008; since then, another 140 staff have graduated from the academy.</p>

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4	<p>EBP Staff Skills Training – All camp staff will be trained in the following EBP-related skills</p> <ul style="list-style-type: none"> • EBP Principles: 4-hour introduction to key EBP principles (i.e., risk of recidivism, criminogenic needs, responsivity factors, program dosage, fidelity assessment, and performance measurement) • Core Correctional Practices: 16-hour training in the effective use of authority, appropriate role modeling and reinforcement, problem solving, and quality of interpersonal relationships • Motivational Interviewing: 20-hour training in effective communication with juvenile delinquents. • Effective Case Management: 16-hour training in the essential elements of successful case management – problem definition/analysis; review of previous successes and failures; and establishment of priorities for behavioral change, achievable goals and measurable outcomes, and specific steps and timetables for accomplishing them. <p>All other persons providing educational, human, and support services in camps (e.g., Probation night staff, LACOE teachers, CBO service providers, and faith-based organization (FBO) volunteers) will receive 8 hours of training in Core Correctional Practices.</p>	<p>In 2007, TRC consultants and 21 RTSB trainers trained more than 250 camp staff from Challenger and Scott/Scudder in these EBP-related skills. RTSB trainers also trained 8 Probation night staff in the 8-hour Core Correctional Practices. In February-March 2008, TRC consultants trained another 17, TLDS, RTSB, and AFSB staff to become both EBP/CCP and MI trainers. They completed their certification in April 2008. In March 2008, these EBP/CCP and MI trainers began training all remaining camp staff and supervisors in the 40-hour course; all camp staff will be trained by the end of 2008.</p> <p>RTSB has not yet begun Effective Case Management (ECM) training, because (a) PCMS is being implemented as of December 1st and (b) RTSB decided to unbundle the 3-day PCMS training from the 2-day ECM training, which will now be completed in the first quarter of 2009.</p>

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5	<p>EBP Supervisor Skills Training – All camp supervisors will be trained in the following EBP-related skills</p> <ul style="list-style-type: none"> • Evidence-Based Management (EBM) / Evidence-Based Supervision (EBS) – a 16-hour course to teach SDPOs and Probation Directors the key elements of implementing EBP successfully: (a) understanding the change process and ways in which managers and supervisors can positively influence organizational change initiatives; (b) understanding the differences between transactional and transformational leadership models; (c) understanding the differences between tactical and strategic thinking in implementing organizational change; and (d) demonstrating various managerial and supervisory techniques for motivating staff to support and be committed to organizational change. • Advancing Skill Sets and Interaction Styles of the Security & Support Team (ASSISST): a 24-hour curriculum to teach all camp supervisors how to provide on-the-job training in social learning principles and applications to non-clinical staff under their direct supervision in order to enhance their abilities to interact effectively with youth in camp. 	<p>TRC consultants taught 5 EBM/EBS classes to 69 camp supervisors, directors and regional directors under Work Order No 7-38:</p> <ul style="list-style-type: none"> • September 17-18 • October 18-19 • November 7-8 <p>TRC consultants taught 1 EBM/EBS class to 44 camp supervisors, directors and regional directors under Contract No. 70645:</p> <ul style="list-style-type: none"> • March 12-13 • April 22-23 <p>TRC consultants will deliver 5 ASSISST training sessions to supervisors from all juvenile camps in the first half of 2009.</p>

14-POINT CAMP REDESIGN STRATEGY & IMPLEMENTATION STATUS

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6	<p>EBP Interventions – Selected camp staff will be trained to run small groups in the following 5 EBP interventions:</p> <ul style="list-style-type: none"> • Making Changes/Getting Motivated to Change: pre-treatment curriculum that would be administered to all boys or girls, respectively, in the first 15 days of their stay in camp to determine their readiness for EBP treatments. • Girls Moving On (GMO): 50-60-hour cognitive restructuring curriculum delivered in small group sessions to all girls in Camps Scott and Scudder. • Thinking for a Change (T4C): 44-66-hour cognitive restructuring curriculum delivered in small group sessions to youth in the other 16 juvenile camps. • Teaching Pro-Social Skills (TPS): 30-70 hour cognitive-behavioral skills training curriculum for high-risk juveniles that involves structured learning, anger control, and moral reasoning. • Pathways to Self-Discovery and Change: 32-148 hour, cognitive-behavioral skills curriculum targeted for youth referred to treatment due to co-occurring problems with delinquent conduct and substance abuse. This intervention is designed to have the first one-third of the curriculum delivered in an institutional setting and the remaining two-thirds delivered in a community setting, so it is an ideal collaboration between the RTSB and Camp Community Transition Program (CCTP). 	<p>TRC consultant Christine Toner trained 23 Probation and DMH staff in Thinking for a Change during May 2007. She trained another 16 Probation staff in February 2008 and 10 Probation staff in March 2008. She conducted booster training of T4C facilitators at Camps Scobee and Smith in April 2008. She conducted booster training of T4C facilitators in Camp Rockey in May 2008. She conducted booster training of T4C facilitators in Camp Gonzales in June 2008.</p> <p>TRC consultant Marilyn Van Dietsen trained 18 Probation and DMH staff in Girls Moving On during May 2007. She provided on-site technical assistance to GMO small group facilitators at Scott/Scudder in September and booster training in November 2007. She is scheduled to begin training another 15 GMO facilitators from Camps Scott and Scudder in April 2008.</p> <p>TRC consultant Nick Viglione trained 59 staff from RTSB, the Centralized Master Training Program unit of QASB, and the Day Reporting Center unit of Adult Field Services Bureau in Teaching Pro-Social Skills. Four clusters of TPS facilitators will begin running TPS small groups in Camps Rockey and Smith (as well as the Adult Day Reporting Center) in December 2008.</p>

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7	<p>Gender-Specific Camps – Camp staff at Scott/Scudder will receive training that is evidence-based, female-responsive, and trauma-informed.</p>	<p>Before the Department reopened Camp Scudder in January 2007, camp staff completed the 144-hour RTSB Academy training curriculum <u>and</u> a 72-hour gender-specific curriculum. Camp Scott staff attended as much of the latter training as possible while still operating that camp. The gender-specific training was also offered and provided to DMH, Department of Health Services-Juvenile Court Health Services, LACOE and CBO representatives that work at Camp Scott.</p> <p>During the 8th quarter, Camp Scott/Scudder staff (with approval from the Camp Redesign Oversight Committee) decided to add another EBP intervention to address the multiple traumas experienced by many of the juvenile girls in those camps. The intervention is called Structured Psychotherapy for Adolescents Responding to Chronic Stress (SPARCS). Training is scheduled for February and April 2009.</p>
8	<p>Challenger Memorial Youth Center (CMYC) Camps – Camp staff at all 6 Challenger camps will receive training in EBP staff skills and EBP interventions.</p>	<p>During the previous quarter, TRC consultants and 21 RTSB trainers trained about 230 staff from Challenger camps in EBP-related staff skills.</p> <p>TRC consultant Christine Toner trained 23 Probation and DMH staff in Thinking for a Change during May 2007. She trained another 16 Probation staff in February 2008 and 10 Probation staff in March 2008. She conducted booster training of T4C facilitators at Camps Scobee and Smith in April 2008.</p> <p>TRC consultant Nick Viglione trained 11 staff from Camp Smith in Teaching Pro-Social Skills. Facilitators from CMTP and RTSB will begin co-facilitating TPS small groups in Camps Smith in December 2008.</p>

14-POINT CAMP REDESIGN STRATEGY & IMPLEMENTATION STATUS

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9	<p>Behavior Management System – Revise the existing Behavior Management System(s) to be consistent with EBP principles. In early February 2007, TRC arranged for the Assistant Director and the Chief Psychologist of the Ramsey County Community Corrections Agency to visit the CMYC camps and to describe their experiences in implementing the Personal Effort and Responsibility System (PEARS) at Boys Totem Town, a residential treatment camp in St. Paul. The goal of PEARS is to move the juveniles through the cycle of behavioral change, so that they are prepared to lead successful lives once they are returned to the community. It aligns camp interventions and programs with the requirements of each of the five stages of behavioral change – pre-contemplation, contemplation, preparation, action and maintenance – and provides staff the necessary skills and tools required to assist the juveniles in moving through this rehabilitative process.</p>	<p>RTSB completed development of a new Behavior Management Program (BMP) to be implemented at all 18 camps; it will:</p> <ul style="list-style-type: none"> • Use a merit ladder to score 6 categories of daily behavior; • Establish a scorecard protocol for supporting appropriate, pro-social juvenile behavior and holding youth accountable for anti-social behavior; • Help youth internalize positive social controls; • Restructure a youth's internal reward and incentive system from a focus on just material objectives to pro-social human relational goals; and • Involve implementing behavior modification stores to reward acceptable juvenile behavior. <p>Larry Vangor has completing training all camp staff in the new BMP, the first phase of which (merit ladder/camp stores) was implemented in August 2008. He is now training camp staff in implementation of the level system, so that can be implemented in all camps by the end of 2008.</p>
10	<p>Life Excelerator – Assessment of Personal Skills (LEAPS) – Teach 38 modules of the curriculum in all camps. Each module provides 1 hour of training per week in a specific social-emotional skill in one of eight categories: friends, school rules, stress and anxiety, respecting self and others, anger and emotional management, communication and presentation, managing time and attention, and social life.</p>	<p>In March 2007, the Department began implementing 38 modules of the LEAPS curriculum in all camps. <i>Probation is collaborating with LACOE on restructuring the JCS curriculum for the juvenile halls and camps. Among things being contemplated is use of the 5th hour of the school day to teach the LEAPS curriculum, having LACOE teachers co-facilitate the LEAPS small group sessions, and having LACOE teachers incorporate LEAPS skills training in their educational curriculum.</i></p>

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11	<p>Program Evaluation – Camp Redesign implementation needs to be evaluated to ensure effective:</p> <ul style="list-style-type: none"> • Screening of youth to determine if camp is appropriate for them • Assessments from Probation, DMH, and LACOE staff functioning as multidisciplinary teams (MDTs) • Camp assignment based on risk scores and responsivity factors • Orientation of youth to camp rules and procedures as well as pre-program assessments (latter to occur within the first 15 days in camp) • Internal classification of youth to specific living units • Initial case planning within the first 30 days in camp • Pre-testing for any EBP treatments • Service delivery: EBP interventions, educational services, health and mental health services, and other activities • Case management to review each youth's progress in camp • Behavior management system implementation • Post-testing for any EBP treatments • Reassessment and case plan updates for aftercare. 	<p>The Department's Program Evaluation Office (PEO) staff have attended all the EBP training provided to date; this includes:</p> <ul style="list-style-type: none"> • EBP principles • Core Correctional Practices • Motivational Interviewing • Thinking for a Change • Girls Moving On • Teaching Pro-Social Skills. <p>PEO staff worked with RTSB management to develop a prototype program statement for Camp Scobee that is to be replicated/customized by all the other camps. It was completed in December 2007.</p> <p>TRC consultants are scheduled to train PEO staff in the following subjects in November and December 2008 to facilitate program evaluation of Camp Redesign:</p> <ul style="list-style-type: none"> • Effective correctional interventions • Cognitive-behavioral theory and practices • Program evaluation. <p><i>RTSB and PEO are working on establishing data collection systems to capture and process data needed for fidelity assessments of LARRCs, case plans, use of EBP staff skills, EBP small groups, and use of the behavior management program.</i></p>

14-POINT CAMP REDESIGN STRATEGY & IMPLEMENTATION STATUS

No.	Camp Redesign Strategy	Implementation Status
12	<p>Collaboration Efforts – The Department needs to reach out to other County departments/agencies, community-based organizations (CBOs), and faith-based organizations (FBOs) to include them in EBP implementation.</p>	<p>Camp Glenn Rocky: Probation is collaborating with DMH staff to implement a \$1.5 million grant under the Mentally Ill Offender Crime Reduction (MIOCR) grant. Implementation of this initiative has been delayed by (a) delays in hiring DMH clinical staff and (b) State budget cuts in MIOCR funding.</p> <p>Camps Scott & Scudder: Probation has included representatives from the Girls Collaborative on the EBP steering committee. RTSB is planning to train CBO staff along with Probation and DMH staff as small group facilitators for EBP interventions.</p> <p>Camps Smith, Scudder and Holton: Probation and Alcohol and Drug Prevention Administration (ADPA) staff have developed 2 MOUs for ADPA contractors to deliver substance abuse assessment and/or treatment services at these 3 camps beginning early next calendar year.</p> <p>Camps Afflerbaugh and Paige: Probation has partnered with LA Works, a WorkSource CBO to implement a California Gang Reduction, Intervention and Prevention Program (CalGRIP) pilot program beginning in July 2008.</p>
13	<p>Comprehensive Education Reform – On June 19th, the Board of Supervisors directed the Probation Department, LACOE, and seven other agencies to develop a comprehensive plan to dramatically reform education programs in the County's juvenile halls and probation camps and to consider vocational schools and creative partnerships with community colleges.</p>	<p>On October 14th, the Board of Supervisors approved the 35 recommendations of the Comprehensive Educational Reform Committee established by the Board. Probation and LACOE are reporting back to the Board in late December (or early January) with a detailed implementation plan, additional details related to funding requests and any necessary legislative changes.</p>

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14	<p><i>Probation Outcomes and Performance Indicators</i> – On July 31st, your Board directed the County's Chief Executive Officer and the Probation Department to (a) clearly identify key outcomes for the youth in the juvenile justice system, the supporting strategies with a timeline, based on EBP, and the performance measures for each outcome, and (b) clearly define the roles of all parties in outcomes which involve other departments/agencies to eliminate any confusion, duplication and promote efficiency and accountability. On August 30th, the Chief Executive Officer and the Chief Probation Officer submitted a brief progress report on our plans to do so.</p>	<p>The Department is using the following process to develop and implement expected outcomes and indicators:</p> <ol style="list-style-type: none"> 1. Establishing a Departmental consensus on primary and intermediate outcomes; 2. Establishing programmatic performance indicators that are linked to outcomes; 3. Determining the means and methods for capturing and processing the data necessary to calculate and report outcomes and performance indicators; 4. Establishing an existing baseline for each expected outcome and performance indicators; and 5. Establishing standards and intermediate targets for each expected outcome and performance indicator and target dates for beginning to report each one, based on when and how the underlying data will become available. <p>The Department is working with the Internal Systems Department (ISD) to develop a Digital Dashboard Reporting System comparable to the one recently piloted by DCFS and other County departments; the Department provided a demonstration of the prototype version to your Justice Deputies on August 15, 2007. <i>The initial production system became operational in October 2008, but the Department is still vetting initial reports to ensure that the reported data are consistent and reliable. The Department intends to present the Digital Dashboard to the Justice Deputies when the vetting process is completed.</i></p> <p><i>The production system will be expanded in phases to support measurement and reporting of 10 juvenile/adult probation outcomes and 127 performance indicators (and eventually Performance Counts! and tracking of MAPP goals by the Department).</i></p>